

# **Partnering**

The Department encourages the establishment of a cooperative and productive partnership with the contractor, and through the contractor, with principal subcontractors and suppliers. This partnership will be structured to draw on the strengths of each organization to identify and achieve mutual objectives. It is anticipated that these objectives will include effective and efficient contract performance, and completion within budget, on schedule, and in accordance with plans and specifications. A safe working environment will always be a consideration.

The partnership will be bilateral in makeup and participation will be totally VOLUNTARY. Any costs associated with effectuating the partnership, whether informal or formal, will be agreed to by both parties and will be shared equally.

The District Engineer (DE) or the successful contractor can initiate an invitation to partner. Where there is an agreement to partner, the DE and the contractor will promptly arrange for a meeting between themselves and their respective staffs to develop a partnering agreement. The location and duration of the meeting will be established by agreement between the DE and the contractor.

If the DE and the contractor agree to develop the partnering agreement between themselves and their respective staffs, the partnering approach will be considered informal. Any costs associated with informal partnering will be paid by the contractor with the department reimbursing 50% of such costs as an item of extra work. If the department and the contractor mutually agree that a facilitator is needed to help develop the agreement and to aid in team building exercises, etc., the approach will be considered formal.

When formal partnering is the chosen option, the DE and the contractor will jointly select a facilitator and work together on an appropriate contract for services and fee structure. The contractor will pay for the services of the facilitator and meeting facilities, and be reimbursed for 50% of such costs as an item of extra work. The cost of partnering, whether informal or formal, will be considered a part of construction engineering.

A model partnering agreement is attached and may be used as a guide to aid in development of a project specific agreement.

The establishment of a partnership agreement on a project will not change the legal relationship of the partners to the contract nor relieve either partner from any of the terms of the contract.

## **MODEL PARTNERING AGREEMENT**

### **Partnering Agreement for (Project)**

The Illinois Department of Transportation and (Company) agree to work as a team dedicated to building a quality project in accordance with the contract. We are committed to both employee and public safety, protection of the environment, and minimizing inconvenience to the public.

#### **COMMUNICATION OBJECTIVES**

We intend to deal with each other in a fair, reasonable, trusting and professional manner. To accomplish this, we will:

- Have frequent, open and honest communication.
- Communicate as soon as possible on all issues.
- Make decisions at lowest possible level.
- Listen with understanding.
- Treat each other with mutual respect; resolve personal conflicts immediately.
- Keep all team members informed on project activities.
- Hold (daily/weekly) meetings to assure smooth project operations.
- Define response time needed to avoid project delays.
- When appropriate, establish and maintain relationship with the public and the news media.

#### **PERFORMANCE OF OBJECTIVES**

- Construct project within the intent of plans and specifications.
- Promote highest quality workmanship.
- Utilize cost reduction incentive proposals.
- Handle necessary work changes expeditiously.
- Meet environmental commitments.
- Provide safe passage of the public through the project.
- Promote positive public relations.
- Provide a safe, enjoyable work environment.
- Construct and administer the contract so that all parties are treated fairly.
- Finish project on time, within budget, and with a fair profit for the contractor.
- Complete the project without unresolved disputes.
- Final paperwork to district office within \_\_\_\_ days of completion of work on contract.

## CONFLICT RESOLUTION SYSTEM

All issues which arise on the project will be resolved quickly to avoid any delay of work. Every effort will be made to resolve issues at the level at which they originate. Timeliness of decisions is essential. If agreement cannot be reached at the originating level, issues will be promptly elevated through the chain of command for resolution. The Illinois Department of Transportation and (Company) agree to the following organizational/time structure for issue resolution:

Step 1	Foreman/Inspector	(Time)
Step 2	Project Foreman/Superintendent/Resident Engineer	(Time)
Step 3	Project Manager/Field Engineer/Construction Engineer	(Time)
Step 4	Project Mgr./Company Principal/District Office/Mgmt. Officials	(Time)
Step 5	Company Principal/Central Office/Management Officials	(Time)

We, the undersigned, agree to make a good faith effort to undertake and implement the above as applicable to each of us.

General Contractor Personnel

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Subcontractors\_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Department Personnel

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Subcontractors\_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

NOTE: The mission statement and objectives of the stakeholders from the Partnering Agreement. The Agreement for each project, therefore, will be unique to that project. The agreement may be a simple statement about communication and cooperation in all matters affecting the project and resolution of conflicts at the lowest level. The model provides an idea of objectives which might be included in an agreement. Desirably, all partnering agreements should include a system for the stakeholders to regularly evaluate performance in terms of the project goals.